

## Two-Year Ministry Plan (Transition) Executive Summary Fiscal Years 2019 and 2020

### Organizational Milestones

Organizational Milestones provide a key measure of ministry progress and serve as a blueprint for the ISI Ministry Plan Priorities and Strategic Directions.

#### Field Ministry\*:

Milestone	SY19 Goal	SY20 Goal
Introduction <sup>1</sup>	76,506	80,331
Cultivating <sup>1</sup>	26,055	27,357
Field Decisions <sup>1,2</sup>	5,946	6,243
Online Decisions <sup>1</sup>	Under Review	Under Review
Discipling <sup>1</sup>	5,474	5,747
Reproduction <sup>1</sup> (Overseas)	544	571
Reproduction <sup>1</sup> (US)	589	618
Net Staff Growth	4%	4.5%
Church Partners <sup>1</sup>	2,347	2,464
Volunteers <sup>1</sup> (Includes Donors)	26,634	27,965

\*These results are reported on a School Year basis (e.g. July thru June).

<sup>1</sup>Projections based on prior-year actual results for SY18 plus 5% each subsequent year.

<sup>2</sup>Includes estimated decisions from our volunteer teams based on scientific survey data.

#### Financial\*\*:

Milestone	FY19 Goal	FY20 Goal
National Ministry Fund (100% Funded) <sup>1</sup>	\$3.048M	\$3.109M
Total Donors <sup>2</sup>	9,628	9,916

\*\*These results are reported on a Fiscal Year basis (e.g. October thru September).

<sup>1</sup>Projections based on FY19 Board Approved Budget (\$3.048M) plus 2% each subsequent year.

<sup>2</sup>Projections based on 3-year average of actual results for FY16-18 (9,348) plus 3% each subsequent year.

## **Details of Plan Priorities and Strategic Directions\***

### **1. ENSURE THAT PRAYER, DEPENDENCE AND SURRENDER TO THE LORD CHARACTERIZE EVERYTHING WE DO.**

- Nurture a culture of prayer throughout every level of the ISI ministry (Psalm 127:1).
  - Focus on national, regional and local prayer emphasis including 40-day and 7-day prayer events; and regular national and regional prayer conference calls.
  - Consider a renewed focus on the daily spiritual walk of all team members to include opportunities for mentoring, counseling and prayer support.
  - Pray specifically for breakthroughs on university campuses as intimidation and religious freedom issues continue to arise.

### **2. ACCELERATE AND STRENGTHEN OUR FIELD MINISTRY EFFORTS – CAMPUS, CITY, CHURCH, AND SPECIAL INTEREST GROUPS.**

- The ISI Regional Field Directors (RFDs), in conjunction with Campus, City and Area Directors, will ensure that the following priorities are implemented and tracked (National Directors and ISI Home Office support to be provided as needed):
  - Recruitment of new staff, ministry representatives, churches and volunteers.
  - Develop new Campus Ministries.
  - Develop a forum where M28 (and other ministry models) are regularly discussed and refined by staff.
  - Continue specific student events (e.g. TRUE Leadership Conferences, World Changers Conferences).
  - Collaboration with other like-minded ministries, churches, and ministry partners.
  - Explore new Access Ministry models.
  - Expanded ministry to specific groups (e.g. Muslims, Hindus, Chinese, etc.).
  - Returnee follow-up: all ISI field personnel are to maintain up-to-date returnee contact information and plan regular overseas trips for returnee visits.
  - Develop and publish a list of top ministry models related to Student and Scholar Access/Welcome and Collaboration with other ministries.
  - Develop better tools to keep records of students, volunteers, donors, etc. that are accessible to all and adaptable to different situations.
- The International Women's Connection Ministry (IWC), shall be responsible for implementing the following goals and find leaders who will take ownership and responsibility for IWC:
  - Continue developing regional leaders to envision and build IWCs in each region.
  - Resource those leading IWCs in their cities by expanding resources/best practices on the IWC website and List Serve sharing.
  - Through the IWC Leadership Team, develop list of Critical Issues that need to be addressed. Produce resources and make them available through List Serve and IWC Website:
    - Hold conference calls to discuss Critical Issues and Best Practices.

- Retiree Ministry - ISI will endeavor to honor retirees and continue to provide opportunities for ministry through the following strategic and tactical ministry priorities:
  - Appoint a Retiree Ministry Coordinator (a field position).
  - Provide opportunities for ongoing ministry in retirement years (e.g. online evangelism, prayer intercessors, etc.).
  - Provide ongoing training for transition to ministry during retirement.
  - Create a narrative about ISI's values and mission using the stories of retirees so that they feel honored and the young get a picture of what it means to be an ISI staff member.

### **3. ENSURE ALL SYSTEMS, RELATIONSHIPS, AND SAFEGUARDS ARE IN PLACE FOR MAXIMUM EFFECTIVENESS OF RETURNING INTERNATIONAL STUDENTS.**

- Global Ministry
  - Focus on the end goal by emphasizing reproducing impact—tracking and celebrating the impact of our returnees.
  - Encourage all staff to take regular Returnee Trips and Retreats.
  - Encourage, equip and exchange information with like-minded ministries and individuals overseas for effective international student ministry in key countries across the globe.
  - Global In-Country Leadership – develop in-country leadership networks for key countries.
  - Returnee Database – seek 100 percent participation of staff and volunteers in populating the Returnee Connections Database with RFDs promoting the goal as a regional priority.
  - M28 Global Strategy – provide M28 training overseas as part of our participation with key global in-country partners.
  - Integrate student leader's list to effectively equip and follow up with them.
  - Develop an ISM planting team whose whole purpose is to envision, empower, and develop ISM ministries through indigenous people in different countries around the world.
  - Conduct regional “mini” World Changers Conferences.

### **4. RECRUIT, TRAIN AND EQUIP ALL FIELD STAFF TO MINISTER IN CONFIDENCE, COMPETENCE AND EFFECTIVENESS.**

- **Recruitment Department**
  - Work in conjunction with the RFDs to encourage and equip current staff to recruit new staff, including inviting volunteers and prospective staff to Regional and National conferences.
  - In conjunction with Tech Team:
    - Expand a social networking presence for recruitment.
    - Develop new avenues of marketing to Millennials & Gen Z.
    - Develop short term opportunities that fit Millennials & Gen Z.
  - Offer training to staff for successful interaction with Millennials and Gen Z.

- Integrate recruitment and training efforts to streamline communications (NSO, EQUIP, etc.).
- Expand awareness of ISI through involvement with Urbana and MissionNext.
- Recruit ISI staff to teach Perspectives and engage in speaking and promotional opportunities for vision building and recruitment.
- Develop easy-to-use tracking tool for all potential staff in the recruitment pipeline.
- Develop a simplified pathway for staff coming from other organizations.
- Build an environment of staff retention including:
  - Offer mentors for new and existing staff desiring one.
  - Develop equipping and expectations piece for the mentor/mentee relationship including list of areas/skills available for encouragement/equipping and job description for staff mentors.
  - Continue accessing leadership team of 20s/30s for insight and leadership on key issues.
- **Training Department**
  - Consider fresh approaches to training at National Staff Conference.
  - Continue to expand successful trainings (e.g. EQUIP).
  - Ensure cross-training opportunities are available to all staff.
  - Provide training via “communities of training” (e.g. Keys to Success, Experts on Call).
  - Engage local/regional staff trainers for live training events.
  - Continue to provide M28 training to all constituents including overseas events and specialized trainings for churches and special partnerships.
  - Develop new training modules, process and delivery mechanisms.
  - Improve staff ownership for ongoing personal training.

**5. ENSURE THAT THE ISI NATIONAL MINISTRY AND ALL ISI STAFF, VOLUNTEERS AND MINISTRY PARTNERS ARE RESOURCED AND SUPPORTED FOR MAXIMUM MINISTRY EFFECTIVENESS.**

- **Ministry Advancement and Fundraising Strategy**
  - Fully fund the FY19 and FY20 National Ministry Fund budgets.
  - Develop new and creative donor communications and fundraising campaigns.
  - Continue to cultivate major donors.
  - Use local teams to recruit major local donors for projects that they want to try.
- **Partnership Development (PD):**
  - Continue to evaluate, revise and implement the best methods for PD training during NSO.
  - Publication of *The Partnership Connection* at least three times per year featuring ideas for all areas of partnership development.
  - Offer PD help at National Conferences.
  - Implement approved aspects of the PD Revision Team report.
  - Collaborate and participate in meetings with field development personnel from other ministries for professional development and exchange of ideas.
  - Increase field development presence at ISI regional meetings.

- Develop up-to-date, generationally-sensitive promotional materials, printed and electronic, for use by ISI staff in PD.
- Develop monthly summary of FTM reports for RFDs.
- **Information Technology / Website Department**
  - Refresh all national websites with up-to-date content.
  - Create new short video content to better tell the ISI story.
  - Publish iStudents App 2.0 version.
  - Develop “template” websites/apps for field staff personnel use.
  - Develop and deploy ongoing training for all staff on best practices for internet use in closed door countries (e.g. China).
  - Develop multiple short video training series to train all constituents (e.g. Salesforce, Friendship Partner, Church Volunteer, Social Media, etc.).
  - Implement compliance with new data privacy policy regulations.
  - Have one personal sign-in to access different parts of the national website.
- **Research and Innovation**
  - Continue to monitor national/international news, research sites for issues and information important to ministry planning and communicate those to leadership for analysis.
  - Prepare and teach new and needed skills and resources to staff regionally and at National Conferences in cooperation with our training director’s suggestions.
  - In cooperation with the Training department, consider development of TED talks on a) aspects of ISI campus ministry and b) aspects of ISI staff administration/management (e.g. procedures, reporting, time management) to help better train our staff team.
  - In collaboration with RFDs and national departments, highlight best practices through regular staff communication channels to help staff consider new and improved ways of doing “normal things.”
  - Consider opportunities to actively receive inputs from younger generations (specially 20s/30s) via quarterly conference calls.
- **Operations and Employee Benefits**
  - Ordination/Commissioning – continue to urge “all” field staff to obtain ordination or commissioning through their local church or ISI (important to protecting our 501(c)3 church status).
  - Develop and deploy specific training for all employees on 403b plan participation and retirement planning.
  - Secure replacement for aging accounting software to include new features for field staff reimbursement processes.
  - Appoint an RFD-led committee with extensive field staff participation to review and offer suggestions for optimal service.
  - Continue to update web-based supervisory training modules on key legal, policy, protocol, and practical issues that supervisors face and provide video-based and “live” supervisory training support, as needed.
  - Update and refine Employee Handbook and Procedure Manual.
  - Develop and implement regular “required skills” trainings for all staff to include procedures, best practices, and human resources matters.

**6. SECURE A PERMANENT, DEBT-FREE INTERNATIONAL HEADQUARTERS FOR THE ORGANIZATION AND MINISTRY.**

- Continue efforts to secure debt-free ownership of the new International Ministry Center.
- Complete the sale of the vacant land in Monument, CO.

\*Details and specific action items of the Plan Priorities and Strategic Directions were submitted by the Senior Leadership Team and are summarized in this Executive Summary.